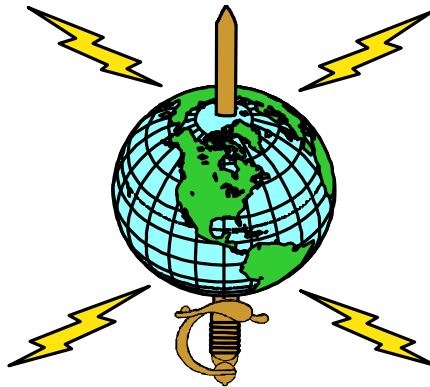


COMBINED COMMUNICATIONS-ELECTRONICS BOARD

**PUBLICATION 2
(Version 3.0)**



COORDINATION PRACTICES AND ADMINISTRATIVE PROCEDURES

<https://ca.dtic.mil/cceb>

FOREWORD

1. **Purpose.** Combined Communications Electronics Board (CCEB) Publication 2 promulgates the combined operating and administrative procedures for the conduct of CCEB business.
2. **Authority.** This publication is issued on behalf of the Principals by the Chairperson of the Washington Staff under the authority of the CCEB Terms of Reference detailed in CCEB Publication 1.
3. **Application.** The provisions of this document shall govern the conduct of all business performed by the CCEB, subject to the respective laws and military regulations of the Member Nations.
4. **Amendments.** All amendments must be approved unanimously by the Washington Staff prior to incorporation. All amendments will be issued electronically by the Permanent Secretary.
5. **Release.** This document may not be released to any person or authority other than the military authorities of the member nations, without the unanimous approval of the member nations.
6. **Effective Date.** This issue of CCEB Publication 2 supersedes all previous versions of the publication, and it is effective on receipt.

LCol JOHN KACHUIK
Chairperson, Washington Staff
February 2001

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CHAPTER 1 - COORDINATION PRACTICES AND PROCEDURES

INTRODUCTION

101. Combined Communications Electronics Board (CCEB) coordination is a formal process of review and development, the purpose of which is to achieve the agreement of the Washington Staff (WS), the Executive Group (EG) or the Board. All agreements are made on behalf of the Board.

102. Matters requiring CCEB coordination or action may originate from the Board, the EG, the WS, CCEB nations, Regional Defence Organisations (RDO), other Nations, or Single Service Communications Information Systems (CIS) and Command, Control, Communications and Computer (C4) Organisations. Requirements for CCEB coordination vary widely in scope and complexity. Some may be resolved informally at the WS level whereas other matters may require detailed and lengthy screening at all levels before culminating in a decision by the Board. Thereafter, matters requiring coordination and/or actions are posted to the CCEB Management Plan or applicable program of work.

PURPOSE

103. The purpose of this document is to provide a coordination, practices and procedures framework for the staffing of all matters within the CCEB.

RESPONSIBILITIES AND MANAGEMENT

104. The WS are responsible for the progression of the management plan on behalf of the EG and Board. Each nation has the right to refer any item to the Board for resolution. Responsibility for tracking each action item on the management plan rests with the Permanent Secretary (PS), on behalf of the Chairperson of the WS.

105. The PS is responsible for ensuring that all documents and procedures that either originate within or are coordinated through his office are handled in accordance with coordination process and procedures laid down in this publication. The PS is further responsible for coordination and web management of the open and private CCEB web sites and the overall maintenance of record management and archiving of CCEB information.

106. Responsibilities for the Chairmen of the Principals, Executive Group and Washington Staff are detailed in CCEB Publication 1.

CCEB DOCUMENTS

107. Documents used within the CCEB to transfer and process information are:

- a. Publications
- b. Allied Communication Publications

CCEB POLICY PAPER: Publication 2, (**Version 3.0**) issued by the WS effective 6 Feb 2001

- c. Staff Papers
- d. Letter
- e. Memorandums
- f. Combined Agreement (COMAG)
- g. Monthly Activity Reports (MAR)
- h. Calling Notices
- i. Emails
- j. Management Plans
- k. Programs of Work
- l. Agendas
- m. Decision Sheets, and
- n. Minutes.

108. These documents are described in Chapters One and Two of this publication. They provide the guidance, policies and framework for activities and meetings held by the Board, EG, WS and subordinate CCEB groups.

109. To prevent any misunderstandings arising in non-CCEB organizations about the status of comments made in the above CCEB documents, the EG has directed that all documents be designated as “Draft Working Papers, Guidance Papers, or Policy Papers”. Authority for determining the status of CCEB documents has been delegated to the Chairperson of the WS, Working Groups (WGs), Task Forces (TFs) or the Action Officer (AO) as applicable. These people are to apply their own judgment regarding promulgation of CCEB documents developed by their group. The document status caveats that will be appended to the documents, usually as an embedded footer on every page, are:

- a. Draft Documents. Draft or working documents of any nature may be circulated outside the CCEB at the discretion of the Chairperson, provided that they are clearly marked.
- b. Guidance papers. When five nation consensus, at the expert working level, has been achieved the WG Chairperson may request the PS to distribute the document outside the CCEB as a CCEB **Guidance Paper**. A suitable caveat, stating that the contents have not yet achieved CCEB Policy Status, will be appended to these papers.

- c. Policy Documents. Any final policy or strategy related documents that commit the CCEB to particular courses of action or commitment of resources must be referred to the EG for approval.

PUBLICATIONS

110. The CCEB publications are a series of documents that provide designated national representatives of the member nations the administrative guidance and policies to effectively conduct business. Current publications are available on the CCEB web site.

ALLIED COMMUNICATIONS PUBLICATIONS

111. Allied Communications Publications (ACPs) contain communication instructions and are issued for the guidance and use of Allied Forces. Guidance for raising, amending, maintaining and managing ACPs is defined in ACP198. Unclassified ACPs are posted to the CCEB web page. A status report on all ACPs is on the CCEB web site.

STAFF PAPERS

112. A staff paper is formal correspondence prepared by an individual in accordance with national instructions and administrative practices or those delineated herein. Normally, the purpose of a staff paper will be to define a problem, seek CCEB assistance with a problem, recommend a course of action, etc. A staff paper is not normally required for straightforward issues that can be resolved as an Action Item during a WS meeting.

LETTERS

113. Letters are raised as the formal correspondence directed to agencies external to the CCEB. Letters are usually signed by the Chairperson of the Principals, Executive Group Chairperson or Washington Staff Chairperson. An example of the layout of a CCEB letter is at Annex A.

MEMORANDUMS

114. The purpose of a CCEB Memorandum is to promulgate information or instructions in the administration of the CCEB and in the conduct of business on behalf of the CCEB. CCEB Memoranda are issued by the Chair of the Principals, the EG or the WS. Copies are maintained by the PS as permanent records of the Board. An example of a Memorandum is at Annex B.

COMBINED AGREEMENTS

115. A COMAG is a formal record of agreements on which consensus has been achieved. The COMAG records the agreement of those Nations participating in the decision and details the action that all have agreed to take in order to implement the proposal. Generally it will be written by the PS and signed by either the Chairperson of the EG or the Chairperson of the WS on behalf of the Principals. All attachments (for example ACPs and

CCEB Publications) to a COMAG will be issued in Portable Document Format (PDF). An example of a COMAG is at Annex C.

116. When a COMAG is required to be forwarded to NATO, the face page is to contain a statement requesting USMCEB to progress the COMAG to NATO on behalf of the CCEB. Proposals to cancel a COMAG will be staffed from nations through the WS or EG. If the proposal is agreed the file copy of the COMAG will be annotated "Cancelled".

MONTHLY ACTIVITY REPORTS

117. Monthly Activity Reports (MARs) are submitted to the EG by the WS Chairman and encompass status reports for all subordinate CCEB WG / TF activities. An information push system is employed whereby respective sub group chairs or representatives are to required to forward an update report to the WS by the 15th of each month. Groups failing to submit a report will be tabled as a NIL REPORT against their CCEB activity. An example of a MAR is at Annex D.

CALLING NOTICES

118. Calling Notices are used by the CCEB as a structured and informative means of announcing the conduct of authorized formal multinational meetings. Official Calling Notices are to be promulgated by the host nation for all physical Principal and Executive Group meetings however, virtual meetings won't normally necessitate Calling Notice action. Subordinate CCEB groups should either promulgate formal Calling Notices. An example Calling Notice is at Annex E.

EMAILS

119. The standard means of transferring all unclassified letters, presentations, spreadsheets, etc within the CCEB will be via Email. Format, text, structure, style, etc for correspondence originated by the PS will be in accordance with this document. While it is recommended that CCEB correspondence originated by CCEB subordinate organizations, NS, WS, EG and Principals should conform to the formats detailed in this document, it is recognized that it may be more appropriate for the originator to conform to national staffing standards and parameters. Standalone Emails will be treated and handled in the same manner as written correspondence. All Email text should include the author's name, rank (if appropriate) and appointment. Where necessary and appropriate, formal, unclassified, correspondence may be attached to the Email.

120. Unclassified correspondence originated by the PS will be via Email. Paper copies will only be forwarded on an exceptional basis. Additionally, whenever the PS is expected to reproduce and distribute information for another person, group or organization, the originator will provide both a paper copy and an electronic copy, either on a disk or in an Email. Email addresses are detailed in the Points of Contact sheet distributed by the PS.

MANAGEMENT PLAN

121. The Management Plan reflects all approved prioritized tasks, intentions, responsibilities, desired outcomes and target dates for CCEB activities. Overall management of the plan is vested with the EG, whilst day to day coordination is the responsibility of the WS. A detailed description of the management plan and its maintenance process is contained in Chapter 5.

PROGRAMS OF WORK

122. To enable adequate resourcing and coordinated cooperation between groups charged with conducting CCEB tasks a Program of Work (POW) is to be maintained by all Working Groups (WGs) and Task Forces (TFs). The POW is to be reviewed and updated regularly and formally reviewed at the annual mid term EG meeting. Details of Programs of Work are contained in Chapter 5.

STAFF CONVENTIONS

123. Writing. National instructions and conventions of style, phraseology, punctuation and paper size should be followed except where otherwise indicated in these procedures. National differences in phraseology and style sometimes cause misunderstanding, normally authors should avoid the use of colloquial expressions and national abbreviations. CCEB headed paper should be used for formal correspondence.

124. Document Publication Formats. National documents forwarded to the PS for retention or subsequent passage to other CCEB Nations must be forwarded in MS-Office product format/s.

125. Amendments. Electronic documents published by the PS will normally be amended via the replacement of the complete document. Each document will contain a footer detailing the nature of the document (Draft Working Paper, Guidance Paper or Policy Paper) along with the date it was released. Amendments to hard copy documents issued by the PS will be via page replacement. Attention will be drawn to the amended portions of the page(s) by the insertion of a vertical line in the margin adjacent to the amendment or by red line or shadowed text. Pen and ink corrections will only be used for ACP amendments. The PS will maintain a master copy of all CCEB ACPs and Publications.

126. Document Control. The PS will retain an electronic copy of each document that he originates. The following reference symbols will be used to identify each type of document:

- a. Letter. All will start with the letter 'L' and be followed with a sequential number code and the year of issue. For example: L/CCEB/056/99
- b. Combined Agreement. All will start with the letter 'C' and be followed with a sequential number code and the year of issue. For example: C/CCEB/067/99.

- c. Memorandum. All will contain two file numbers. One file number will commence with the letter 'M' and be followed by a letter code to indicate the issuing authority plus a sequential number code and the year of issue. For example: M/WS/001/01. This memorandum was the first memorandum issued by the WS in 2001.
- d. Agenda. All will start with the letter A and be followed by a two letter code to identify the body for which it has been prepared plus a sequential code to identify the meeting number. For example: A/WS/C312M - Agenda for the 312th meeting of the WS.
- e. Minutes. The PS only issues Minutes for meetings held by the Principals, EG and the WS. The file numbers for the minutes issued by these bodies will start with the letters MIN and be followed by a letter code to identify the body for which it has been prepared plus a sequential code to identify the meeting number. For example: MIN/P/P29M - minutes for the 29th meeting of the Principals.

SECURITY GUIDANCE

127. Classified Information. Each member's national security instructions apply to the classification, safeguarding and transmission of CCEB classified information. Classified CCEB information is not to be released to any person or authority, other than government authorities within the CCEB nations, without the prior, unanimous approval of the member nations. In the case of CCEB information which is not classified but is regarded as sensitive if released to non-government parties, the unanimous approval of all member nations is required before release can be effected. Information in this category may include any unclassified CCEB documents such as publications, agendas and minutes of meetings, status reports, routine and action item correspondence and documents released under information exchange items. In this latter case, the following statement shall be imprinted on CCEB documents, regardless of classification: **"This document contains privileged information which is provided in confidence to the Governments of Australia, Canada, New Zealand, the United Kingdom and the United States. Its contents shall not be disseminated outside of these governments without the approval of all of these countries"**. The procedure for the release of classified ACPs to other nations is detailed in ACP 198, and coordinated by the WS and NS.

COMBINED COMMUNICATIONS-ELECTRONICS BOARD

Secretariat
c/o USMCEB, 6100 the Joint Staff, Pentagon,
Washington, D.C. 20318-6100
Telephone: (703) 614-4684; Fax: (703) 693-3322



9 Nov 2000

The letter may begin with a salutation if the letter is directed to a specific person, or an opening paragraph when a salutation is not appropriate. Paragraph numbers are optional, depending on the recipient, i.e. letters to non-military organizations are not usually numbered.

The signature block is moved to the right and written out in full.

Tel. 703 614-7925

**ANNEX B
TO CHAPTER ONE**

COMBINED COMMUNICATIONS-ELECTRONICS BOARD

File No. (M/WS/001/01)

Secretariat
c/o USMCEB, 6100 the Joint Staff, Pentagon,
Washington, D.C. 20318-6100
Telephone: (703) 614-4684; Fax: (703) 693-3322

CCEB MEMORANDUM

Date: (date released)

Action For: (List each Action Addressee)

Information For: (List each Information Addressee)

SUBJECT: [the matter of concern]

Reference(s):

- A. [Usually the background paper that identified the problem, etc]
- B. (Inserted to show format)

1. The contents will include all details of relevance to the issue at hand and may be of any length. Notwithstanding, the most effective length is usually a single page. A single paragraph memorandum need not be numbered.
2. The ----- (inserted to show the format)

Name
Rank
Chairperson, [Group ie WS]

**ANNEX C
TO CHAPTER ONE**

COMBINED COMMUNICATIONS-ELECTRONICS BOARD

File No. (C/WS/001/01)

Secretariat
c/o USMCEB, 6100 the Joint Staff, Pentagon,
Washington, D.C. 20318-6100
Telephone: (703) 614-4684; Fax: (703) 693-3322

CCEB COMBINED AGREEMENT

Date: (date released)

Action For: (List each Action Addressee)

Information For: (List each Information Addressee)

SUBJECT: [the matter of concern]

Reference(s):

- A. [Usually the background paper that identified the problem, etc]
1. A clear statement of intent is used to introduce the Combined Agreement (COMAG).
 2. Record of actions to be taken to implement the COMAG. If the COMAG is to go to NATO the USMCEB are to be asked to forward the material under a USMCEB covering letter. [For example: 'The USMCEB are requested to forward the report for NATO consideration and to provide the CCEB WS with the NATO response. It is recommended that NATO be offered a target date of (17 weeks).']
 3. Date Effective. When an ACP is amended or created it will be necessary to insert a statement indicating that the ACP will be effective 90 days hence unless a request for deferment is received by a specific date. (For example: ACP xxx is effective as of 1 May xxxx unless a request to delay the implementation is received by the Permanent Secretary, CCEB, by close of business on 15 Apr xxxx. Notification of change in the "effective date" will be forwarded by 25 Apr xxxx".)

FOR THE PRINCIPALS [A COMAG is always issued on the behalf of the Board.]

Name

Rank

Chairperson, [Group ie EG]

**ANNEX D
TO CHAPTER ONE**

COMBINED COMMUNICATIONS-ELECTRONICS BOARD

File No. (MAR/WS/001/01)

Secretariat
c/o USMCEB, 6100 the Joint Staff, Pentagon,
Washington, D.C. 20318-6100
Telephone: (703) 614-4684; Fax: (703) 693-3322

MONTHLY ACTIVITY REPORT – Month / Year

Date: (Date released)

Action For: (List each Action Addressee)

Information For: (List each Information Addressee)

The following report includes significant events and progress related to the CCEB for the month ending *Day Month Year*.

EG

- EG XX: EG XX held in -----*Day/Mth/Yr* inclusive. Updated briefings ...
- MIC/MIWG: Presentations for MIC ...

WS

- Management Plan: Streamlined Management Plan presented at EG XX, ...
- ACPs on the Web Page: See EG XX minutes. Unclassified ACPs to be...

PS

- The minutes from EG XX ...

DS WG (Directory Services)

- ACP 133: Edition B of ACP 133 forwarded to the PS for release. Comments solicited for Edition C.

INFOSEC WG

- ACP 122 (E): Parent document and Certification and Accreditation Annex submitted to WS for staffing.
- CND Scoping Paper: Initial Computer Network Defense scoping paper forwarded to the EG.

CWAN TF

- CWAN TF Business Case: Draft report...
- CWAN Way Ahead: Presentations drafted for the ...

FP WG

- WRC XXXX Outbrief: Completed initial review

CITA WG

ACP 140: As a result of a recent CITA VTC...

TCTF

- NIL REPORT.

Messaging TF

- TORs: Amended during ...
- Liaison Statement: A liaison ...

Upcoming Events:

<i>Dates/Mth/Yr</i>	Signals Symposium, Ft Gordon
<i>Dates/Mth/Yr</i>	JWID XXXX Initial Planning Conference
<i>Date/Mth</i>	NATO-UK Directory Message Interoperability Testing
<i>Dates/Mth/Yr</i>	FPM XX <i>Location</i> (proposed date change)
<i>Dates/Mth/Yr</i>	PXXM, <i>Location</i>

ANNEX E
TO CHAPTER ONE

COMBINED COMMUNICATIONS-ELECTRONICS BOARD

File No. (CN/WG-TF/003/01)

Secretariat
c/o USMCEB, 6100 the Joint Staff, Pentagon,
Washington, D.C. 20318-6100
Telephone: (703) 614-4684; Fax: (703) 693-3322

CALLING NOTICE FOR (MEETING/EVENT)

Date:

Action For:

Reference(s):

1. The Combined Communications Electronics Board (CCEB) is pleased to announce the 32nd meeting of the Principals [P32M] is to convene [date to date year] inclusive at [location]. A draft agenda for [P32M] will be emailed to national EG representatives no later than (date/year).
2. Purpose. [P32M] has been convened to review the CCEB activities of year 2000/2001 and determine the focus of CCEB interoperability efforts into 2002.
3. Fees. A meeting fee of [Currency\$\$\$] will be collected from each person during in-processing to cover administrative costs.
4. Accommodation. Accommodation has been blocked booked at the [name hotel] at a room rate of (\$). Participants are requested to confirm accommodation requirements by contacting the reservation desk at [full phone number] and quoting [P32M].
5. Security clearance. Security clearance details for all participants are requested to be forwarded to the meeting coordinator at least 45 days prior to the meeting convening.
6. Briefing Materials. All briefing material to be presented at the meeting is to be prepared in [i.e. MS ppt Ver 4.0 and or MS Word Ver 7.0 or higher]. Copies of presented material are to be made available to the host coordinator and Permanent Secretary by [Date].
7. Administration. Participants are requested to advise the meeting coordinator of their respective arrival and departure times and overall general travel plans for local coordination and reception as appropriate. A details administrative instruction will be forwarded by [date].
8. The designated coordinator and Point of Contact for P32M is (full name/contact details).

Signature Block

CHAPTER 2 –CCEB MEETINGS

ANNUAL MEETING OF THE BOARD

201. The CCEB Principals will meet annually, normally over a four day period, for the purpose of :

- a. Presentations by the Principals (e.g. National updates / Initiatives).
- b. A review of the Board's activities during the past twelve months, presented by the Chairperson of the EG.
- c. Issues requiring the decision or guidance of the Principals to the EG or WS in the conduct of business on behalf of the Board.
- d. Exchanges of information on selected C-E topics.

202. In addition to chairing meetings of the Board, the Chairperson coordinates the activities of the Principals in any matters requiring their personal attention out-of-session.

203. Planning. It is essential that the planning for the annual meeting be comprehensive and executed well in advance, particularly in view of the long traveling distances involved in attendance and the restrictions on the numbers of staff officers who are able to attend in support of their Principals. The overall planning for the annual meeting is the direct responsibility of the NS of the host nation in conjunction with the Chairmen of the EG and WS.

204. Control Sheet. The PS is responsible for issuing a Control Sheet of the format shown at Annex A six months before the meeting or earlier if requested. The content of the Control Sheet is the responsibility of the nation hosting the meeting; the hosting NS should advise the PS of the specific requirements of the host nation. The PS will maintain the Control Sheet and report progress to the host nation NS.

205. Agenda. The format, content and publication of the agenda are the responsibility of the host country. A draft agenda should be prepared by the host nation with assistance from the WS as required. The WS and the host nation's NS will then monitor the production of supporting papers to ensure that they meet the meeting schedule. The host nation shall publish the final agenda no later than 16 weeks prior to the meeting. Any item raised after the formulation of the final agenda must be considered under "Other Business". Relative CCEB papers and reports are to be forwarded to the PS and promulgated by the host nation no later than six weeks prior to the meeting.

206. Plenary Routine. At the end of each day the WS will meet to review the record of decisions made by the Principals. Except for the last day, these decisions will be presented to the Principals by the Chairperson of the WS as the first item of business on the following day. On the last day of the plenary, the decisions will be reviewed by the WS and presented

to the Principals as the last order of business before the Presentations and Passing of the Gavel.

207. Minutes and Decision Sheets. The host nation, assisted by the PS, will ensure that appropriate arrangements have been made for the production of daily decision sheets. The host nation will provide support to the PS for generation of the Minutes of the Meeting. The Minutes of the meeting will be processed as follows:

- a. The PS will produce a first draft of the minutes.
- b. The WS will review the minutes.
- c. Chairman EG will endorse the review and forward the minutes to the host Nation's Principal (the outgoing Principal).
- d. The host nation's Principal will formally sign on behalf of the CCEB.
- e. The PS is to distribute copies of the minutes to all nations.
- f. Authorized actions from the minutes are managed by the EG until the next Principals meeting.

208. Chair and Host Responsibilities. Under normal circumstances, Chairperson of the Principals will rotate in accordance with Annex D to this Chapter. The Principals meet, where possible, during the month of June in the Nation of the Chairperson in office at the time.

EXECUTIVE GROUP (EG) MEETINGS

209. The EG conducts three meetings per year, augmented by VTC meetings when required. One meeting will normally be held in Washington in the fourth quarter of the calendar year. The next meeting will be hosted by the EG Chair in the first quarter and the third meeting will be coordinated with the Principals meeting.

210. The Chairperson of the WS is a member of the EG. The remaining members of the WS, chairmen of subordinate WGs, TFs and representatives of Single Service fora, TTCP and other interoperability groups are invited to the EG meetings as required.

211. The WS, guided by the Chairperson of the EG, is responsible for the preparation of the meeting agenda for distribution by the PS at least three weeks prior to the meeting. The agenda for the EG meetings will include the items in Annex B.

212. The Minutes of the meeting will be forwarded to the EG Chairperson for agreement within 15 working days by the PS.

213. Chairperson. Under normal circumstances, the chairperson of the EG will rotate in accordance with the schedule shown in Annex D to this Chapter.

WASHINGTON STAFF (WS) MEETINGS

214. WS meetings will normally be held on at least a monthly basis and hosted in rotation by member nations. Additional meetings may be held as required.

215. The PS, guided by the Chairperson of the WS, is responsible for the preparation of the meeting agenda for distribution at least five working days prior to the meeting. Items normally included in the agenda are specified in Annex C. The PS is also responsible for preparing the Minutes of all WS meetings and having them approved by the Chairperson of the WS within 5 working days following the meeting.

216. Chairperson. The WS Chairperson will rotate on a 12 month basis in accordance with a schedule developed by the WS.

WORKING GROUP AND TASK FORCES

217. To ensure proper and full coordination of all WG and TF activities the following actions are required:

a. Chairperson WGs/TFs. The Chairperson of a WG/TF is to:

- (1) Issue calling notice of the meeting ten weeks in advance of the meeting.
- (2) Issue an agenda to the nations and to the WS seven weeks prior to a meeting.
- (3) Issue Minutes to the nations and the WS within one month of a meeting.
- (4) For record purposes, ensure that a numbering system is used to record all documentation and papers provided to and produced by a WG/TF.
- (5) Ensure that accommodation and administrative support is available for a meeting.

b. Nations. The lead WG delegate from each nation is to provide the WG/TF Chairperson, copied to their WS member, the following:

- (1) Proposed agenda items eight weeks prior to a WG/TF meeting.
- (2) A synopsis of national briefing paper four weeks prior to a WG/TF meeting.
- (3) Attendees are required to submit security clearances at least six weeks prior to the meeting. The security level for which clearance is required is also to be provided - this is most important when INFOSEC issues are being addressed.

218. Washington Staff. A WS member will be assigned to assist the conduct of WG/TF business. Responsibilities are listed on the CCEB web site.

219. Reports to the EG. The Chairperson of each WG/TF is responsible for providing the following reports to the EG:

- a. an electronic briefing to the fourth quarter EG meeting (i.e. PowerPoint),
- b. a written progress report to the first quarter EG meeting (1 to 2 pages),
- c. a consolidated electronic briefing and written report to the EG meeting prior to the annual Principals' meeting.

220. Chair and Host Responsibilities. The Chairperson will normally rotate annually in accordance with the schedule at Annex D to this chapter. When a group is authorized to meet more than once a year, at least one of the meetings will be held in Washington (usually Oct/ Nov).

**COMBINED COMMUNICATIONS-ELECTRONICS BOARD
PRINCIPALS' .th MEETING
TO BE HELD IN FROM**

CONTROL SHEET

Date:

Ser	Item	Activity	Responsibility	Target Date (indicative)	Status	Remarks
1	DATES	Confirm dates.	NS	2 nd EG		
2	FORMAL INVITATION	Sent to Principals.	NS	Mid Jan		
3	AGENDA	a. Host EG prepare preliminary agenda.	Chairmen EG and WS.	2 nd EG		
		b. First draft agenda to NS.	WS	Early Jan		
		c. National comments on first draft agenda.	NS	Mid Feb		
		d. Final draft agenda to NS.	Chairperson WS	Mid Feb		
		e. Forward draft agenda to Secretaries/Chairperson of all CCEB bodies and Single Service Fora with notation that formal documents will follow.	PS	Late Feb		
		e. National comments on final draft agenda.	NS	End Feb		
		f. Final agenda distributed with proposed order of items and timings.	Chairperson WS	Early Mar		
4	ATTENDEES	Submit proposed attendees and accommodation requirements to NS.	NS/WS	End Jan		
5	BACK-GROUND PAPERS	a. Forward EG decision sheet to WG/TF Chairmen and advise them of tasking detailed therein.	Chairperson EG	Dec		
		b. Forward 'Presentation' invitations to Single Service Fora	Chairperson WS	Feb		
		c. Forward "Presentation" invitations WG/TF Chairmen and apprise them of the EG agreed presentation format.	Chairperson WS	Feb		
		d. Forward single sheet synopsis of intended presentation and equipment requirements to PS in electronic form	All presenters	Apr		
		e. Forward all Synopsis Sheets to NS, in electronic form, for information purposes.	PS	Apr		

Ser	Item	Activity	Responsibility	Target Date (indicative)	Status	Remarks
		f. Forward background papers on agenda items to the PS in electronic form.	NS/WS/Chairmen WG/TF	End Apr		
		g. Forward all papers to EG, WS, NS and WG/TF Chairmen in electronic form.	PS	Early May		
		h. Prepare Master Copy Binder	PS	Early May		
6	DOCUMENTS	Transfer classified and bulky items to venue	NS/WS	May		
7	ADMIN	a. Arrange conference facilities	NS			
		b. Arrange transportation	Host NS	As required		
		c. Arrange social program	Host NS	As required		
		d. Nations/WS provide full information on attendees and their requirements. [Rank/Name/Position If accompanied by spouse/family. Arrival/departure details. Special eating/accommodation requirements.]	NS/WS	Early Apr		
		e. Confirm accommodation bookings	NS	Early May		
		f. Confirm social program	NS	Mid May		

EXECUTIVE GROUP AGENDA ITEMS

1. Adoption of previous Minutes.
2. A review of matters arising from the previous Minutes.
3. Review the Strategic Plan.
4. Items presented for agreement and distribution.
5. Liaison Reports – These should reflect coordination with Single Services CIS organization's and other nations. Updates on the activities of all WG's and TF's will also be taken.
6. Principals' Meeting – Review of the actions and tasks from the previous Principal's meeting and preparation of reports, agenda, papers and administrative aspects for the next meeting.
7. Detailed consideration of current items of interest to the EG.
8. New Business – This item offers scope to cover and review any CIS matter of interest to the Board whether referred to it or directly generated. It is also to be used to consider emerging C4 capabilities, new techniques or aligned activities of interest to the CCEB. Specialist presentations, programmed visits, a CCEB member briefing or dissemination of relevant documentation could initiate this item.
9. Future business.
10. Any other business.
11. Schedule of future EG meetings/activities.

WASHINGTON STAFF AGENDA ITEMS

1. A review of matters arising from the previous Minutes.
2. A report by the PS on the progress of ACP and CCEB Publication and review of the Status Report. Items presented for agreement and distribution.
3. Liaison Reports - These should reflect coordination with Single Service CIS organization's, other nations, and/or Regional Defence Organisations. Updates on the activities of the WG's/TF's will also be taken.
4. Principals' Meeting - Review of actions and tasks from the previous Principals' Meeting and preparation of reports, agenda, papers and administrative aspects for the next meeting.
5. Detailed consideration of current major items of interest to the Board.
6. New Business – This item offers scope to cover and review any CIS matter of interest to the Board whether referred to it or directly generated. It is also to be used to consider emerging C4 capabilities, new techniques or aligned activities of interest to the CCEB. Specialist presentations, programmed visits, a CCEB member briefing or dissemination of relevant documentation could initiate this item.
7. Schedule of future WS meetings/activities.
8. Any other business.

CHAIR AND HOST RESPONSIBILITIES

	00/01	01/02	02/03	03/04	04/05
Meeting and Month					
PRINCIPALS July-June	US	AS	CA	UK	NZ
EG Jun	US	AS	CA	UK	NZ
FPWG Mar	US	AS	CA	UK	NZ
DSWG Aug	US	US			
INFOSEC WG Sep	CA	NZ	UK	AS	US
CITAWG Apr	US	AS			

Note: 1. Handover of responsibility occurs in accordance with the time frame indicated above.

CHAPTER 3 - RELATIONSHIPS WITH OTHER INTEROPERABILITY AND INTERNATIONAL BODIES

RESPONSIBILITIES

302. The CCEB is responsible for the coordination of any military C-E matters which are referred to it by a participating nation, other nations and/or interoperability organizations. International organizations normally supported are those elements of NATO that address C-E matters.

INTERNATIONAL ORGANIZATIONS

303. The Board shall establish a nation as a point of contact for NATO and all action and correspondence reference to NATO shall be processed through the national point of contact. The assigned point of contact is responsible for monitoring C-E matters of NATO and apprising other members of the Board of their activities within appropriate security limitations. All correspondence of the Board pertaining to those organizations shall be processed by the nation assigned as the point of contact.

MEMBER NATION SPONSORED ORGANIZATIONS HAVING C-E INTERESTS.

304. Objectives. Coordination between the CCEB and the Single Service fora [AUSCANNZUKUS NAVAL C4, the Air Standardization Coordinating Committee (ASCC), The American-British-Canadian-Australian Armies (ABCA) and The Technical Cooperation Program (TTCP)] as well as the Multinational Interoperability Council (MIC) is considered essential. The objectives of such coordination are as follows:

- a. To avoid unnecessary duplication of work on C-E matters.
- b. To avoid conflict between agreements undertaken individually by the CCEB and the Single Service organizations.
- c. To ensure that the CCEB and Single Service organizations are aware of the combined and joint Service implications of work in progress in any of these organizations.
- d. To enable each organization to seek the direct advice of any other organization.

305. Multi-Fora Meetings. The ABCA, AUSCANNZUKUS Naval C4, ASCC, CCEB, the TTCP Washington Staffs, and the MIC secretariat meet tri-annually in a multi-fora setting. The intent of these meetings is to share planned and ongoing efforts that address both joint and combined interoperability to maximize use of resources. The Chairperson rotates between the participating organizations after each meeting. The agenda and venue for each meeting is determined by the Chairperson. The Chairperson WS is responsible for representing the WS at these meetings. The PS provides secretarial support for the meeting hosted by the Chairperson WS.

306. CIS Overview Document. As an aid to providing an appreciation of the work of each of the above groups, an overview document outlining the background, purpose, organization and CIS related activities of each group, will be maintained by the Multi-Fora. ASSC has taken the lead in keeping the multi-fora handbook updated.

307. Correspondence. Correspondence is normally addressed as appropriate between the Chairperson of the WS, via the liaison officer and the following:

- a. Permanent Secretary (PS) AUSCANNZUKUS Naval C4.
- b. Chairperson, ASCC Managing Committee.
- c. Director, ABCA Armies Primary Standardization Office (PSO).
- d. US Secretariat Member for TTCP.
- e. Secretariat, MIC.

308. Liaison Officers (LO). WS members are designated as LOs to each of the various groups. Current listing of who is the LO can be found on the CCEB web page at <http://www.dtic.mil/jcs/j6/cceb>. The LO is to attend all Washington based meetings of the various fora and provide a CCEB update of activities of interest. Additionally, LOs are responsible for reporting back to the WS on areas of interest/concern from the single service foras. The LO will ensure that all CCEB documentation is staffed through the foras for their input and conversely are to review single service for a documentation and distribute to the applicable CCEB staffs for follow-up and/or information.

309. Permanent Documents. The PS is responsible for providing the other fora with copies of Pub 1, 2 and their amendments as they are issued.

310. Routine Exchange of Information. In addition to referral of specific matters on a case by case basis and LO duties, the WS keeps the single Service organizations informed of CCEB activities by a routine exchange of the following documents:

311. CCEB Documents to Single Service Fora. The PS is responsible for forwarding copies of each of the following CCEB documents to the Single Service organizations:

- a. Minutes of Principals' Meetings.
- b. Minutes of WS Meetings.
- c. Minutes of relevant WG/TF Meetings.
- d. ACP Status Reports.
- e. COMAGs.

CHAPTER 4 - CCEB WEB SITE

INTRODUCTION

401. The CCEB distributes documentation and information via the CCEB Internet Web site as required. The Web site is accessible at an Unclassified level and contains both 'Public' pages and CCEB 'Private' pages. The public pages are accessible to all Internet browsers, whilst the Private pages are protected by password. Though password protection is employed, the Private pages are Unclassified.

POLICY

402. **Authority.** The policy contained in this chapter is issued by the Washington Staff on behalf of the CCEB Principals. The provisions of this policy governs the conduct of all items published in the CCEB Web Page, subject to the respective laws and military regulations of the Member Nations when hypertext links are established with National Web Pages.

403. **Amendments.** All amendment proposals for this policy shall be forwarded to the Permanent Secretary, for staffing to the Washington Staff. Amendments to this policy must be approved unanimously by the Washington Staff. The Permanent Secretary will issue the amendments to this policy.

404. **Policy Review.** This policy will be reviewed as required, but no less than every twelve months.

MANAGEMENT

405. **Location.** The CCEB Web Page(s) shall reside on a server(s) as agreed by the Washington Staff. The CCEB Web Pages are currently located on US DTIC owned servers which also host the Joint Staff "J6" web site. The URLs for the current CCEB Pages are as follows:

- a. Public page: <http://www.dtic.mil/jcs/j6/cceb>.
- b. Private page: <https://ca.dtic.mil/cceb>.
- c. ACPs page: <http://www.dtic.mil/jcs/j6/acp>.

406. **Public Content.** All Information provided through the CCEB Web Site must be professionally presented, current, accurate, factual, and related to the CCEB Mission. Information that shall normally be included in the public area of the CCEB Web site includes the following:

- a. Introduction – evolution of the CCEB; and a brief description of its vision, purpose, responsibilities and current structure.

- b. A listing of the Primary Points of Contact (Chairperson EG, Permanent Secretary, and the Washington Staff Members).
- c. CCEB Publications 1 and 2.
- d. The CCEB Statements of Cooperation and Opinion.
- e. CCEB Meeting Schedules.
- f. Unclassified Allied Communication Publications (ACPs), deemed releasable to the Public.
- g. Hypertext links to other web pages as approved by the Washington Staff and the body responsible for the recipient Web Page. They include but are not limited to National CIS Web Pages, and the AUSCANNZUKUS, ABCA, ASCC, and TTCP Web Pages.

407. **Private Content.** Information that shall be included in the private sections of the CCEB Web site and protected by a password includes the following:

- a. the listing of CCEB WS liaison responsibilities;
- b. the CCEB Points of Contact list maintained by the Permanent Secretary
- c. the CCEB Management Plan;
- d. unclassified ACPs not to be publicly released;
- e. monthly ACP Status Sheet;
- f. CCEB 1000 Series Publications;
- g. CCEB Publication 4;
- h. agendas for the next meeting of each CCEB body; and
- i. the minutes for the last meeting of each CCEB body.

408. **Updating Frequency.** To ensure only current information is held on the CCEB web pages the following applies:

- a. As a minimum, the Web Page shall be updated monthly.
- b. Individual files within the Web Page shall only be updated as changes are made to the parent document by the responsible authority. For example: the ACP Status Sheet will be updated monthly whereas the “points of contact” list will only be updated as changes occur.

- c. All updates will be processed through the Permanent Secretary.
- d. Each file will include the date that it was last updated (effective) and the name of the individual or position that is responsible for the information.
- e. No files will be archived. The Web Page will only contain current information. As a minimum, the Permanent Secretary will maintain the two previous versions of each file that are placed on the CCEB Web Page.

409. **Security and Integrity of Available Information.** The CCEB Web Page shall not contain any classified information. All information is considered to be public information. Notwithstanding, there is a need to preserve privacy, protect individuals from unwarranted inquiries, and to limit access to some of the information to those individuals and organizations that really need it. In addition, there is also a need to provide the reader with a degree of assurance that the information displayed is the information that was posted by the person who prepared it. To this end:

- a. A warning disclosure is to be published on the Web Page explaining that it is provided as a public service and any unauthorized attempts to upload or change information is prohibited and may be punishable by law.
- b. Authors are responsible for ensuring that their publication conforms to the security rules detailed herein.
- c. The Permanent Secretary must ensure that information provided on the Home Page does not contain classified, unclassified but sensitive or privacy sensitive information.
- d. Policy documents will be published in a format that is intended to prevent manipulation. Draft and working documents shall be published in any of the agreed CCEB formats.

410. **Password Control.** The Permanent Secretary will control the password required to gain access to the private portion of the CCEB Web Page. The password will either be changed on 1 July of each year or whenever it is deemed necessary to do so. The password will be issued to the WS, for subsequent passage to appropriate national staff members.

411. **Content.** The Washington Staff will approve all documents published on the CCEB Web Page. Authors shall ensure that their submissions are formatted in accordance with the guidelines of Publication 2 and ACP 198, are professional in nature, and conform to the following guidelines:

- a. information pertaining to another individual or organization is only included with the permission of that individual or organization;
- b. the security rules imposed by the author's national security authorities and the CCEB are adhered to;

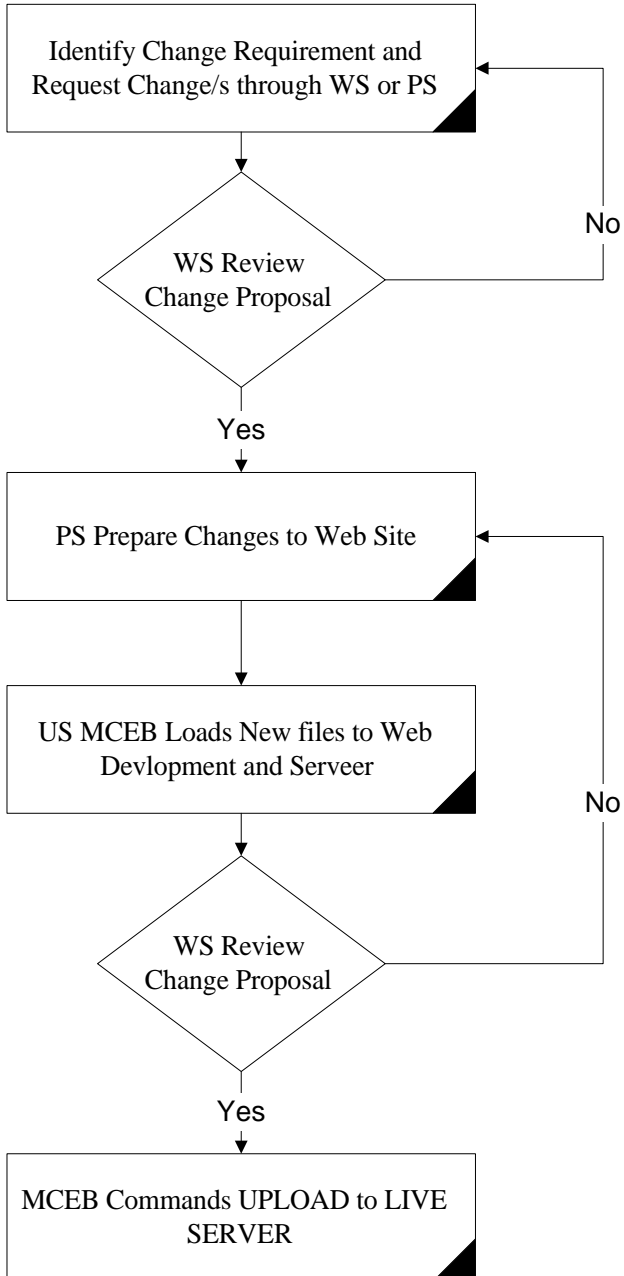
- c. the information is current, accurate and intended for official CCEB use;
- d. commercial advertising will not be permitted;
- e. the information does not contain sensitive business information (business trade secrets);
- f. copyright information is only disclosed after appropriate authority to do so has been obtained;
- g. the information displayed does not contain any statement that is likely to injure the reputation of any person by exposing that person to hatred, contempt or ridicule, or is designed to insult the person of the instance; and
- h. hypertext links to all other web pages will only be established with the agreement of the Web Master responsible for the recipient Web Page.

412. The content of each file included in or linked from the CCEB Web Page shall be determined by the author. Periodically, the Washington Staff will review and approve CCEB participation in all inter-site hypertext links.

413. Except for the routine, content replacement of existing files, all additions and deletions will only be made with the authority of the Chairperson of the Washington Staff.

414. **Management and Liaison**. The Permanent Secretary is responsible for managing the CCEB Web Page and liaison with the host server(s) Web Master(s). A flow diagram of the management cycle is at Annex A.

CCEB WEB SITE MAINTENANCE FLOW CHART



CHAPTER 5 – MANAGEMENT PLAN

INTRODUCTION

501. The CCEB Strategic Plan sets out the Principals' guidance into goals and objectives that provide a foundation for combined interoperability. This Management Plan translates these goals and objectives into guidance for the WG and TF Programs of Work (POW). The Management Plan is a living document that is used to coordinate and prioritize work for the CCEB team.

ROAD MAP

502. The CCEB goal is to provide the warfighter the capability to establish a seamless, interoperable network environment when the need is identified. The CCEB leverages ongoing efforts from the Joint Warfighter Interoperability Demonstration (JWID), Combined Federated Battle Laboratory initiative, single Service Fora, NATO, the Multi-National Interoperability Council (MIC) and others to accomplish its goals.

503. The Executive Group (EG) is responsible for maintaining the Strategic Plan to ensure interoperable secure voice, data and VTC services, and the required framework to achieve an operational Coalition Wide Area Network (CWAN). The direction provided at the annual Principals' meeting supplies the EG the guidance for development of high-level requirements for input into the Management Plan. This direction guides WG/TF chairpersons in the development of their POWs. The realization of the Strategic Plan will be the creation of an environment where the warfighter reliably shares information via desired media during pre-crisis and crisis situations. Success results when national policies, connectivity, network operations and applications are aligned to provide the combined warfighter the right information in the correct format on demand.

MANAGEMENT PLAN

504. The Management Plan comprises Goal and Objectives. Each Objective is defined in terms of priority, task, intent, responsibility, output, and target date. The CCEB comprises three management levels and subordinate specialist WGs to execute the specific tasks. Figure 1 depicts the roles and relationships with respect to Strategic Plan and Management Plan process.

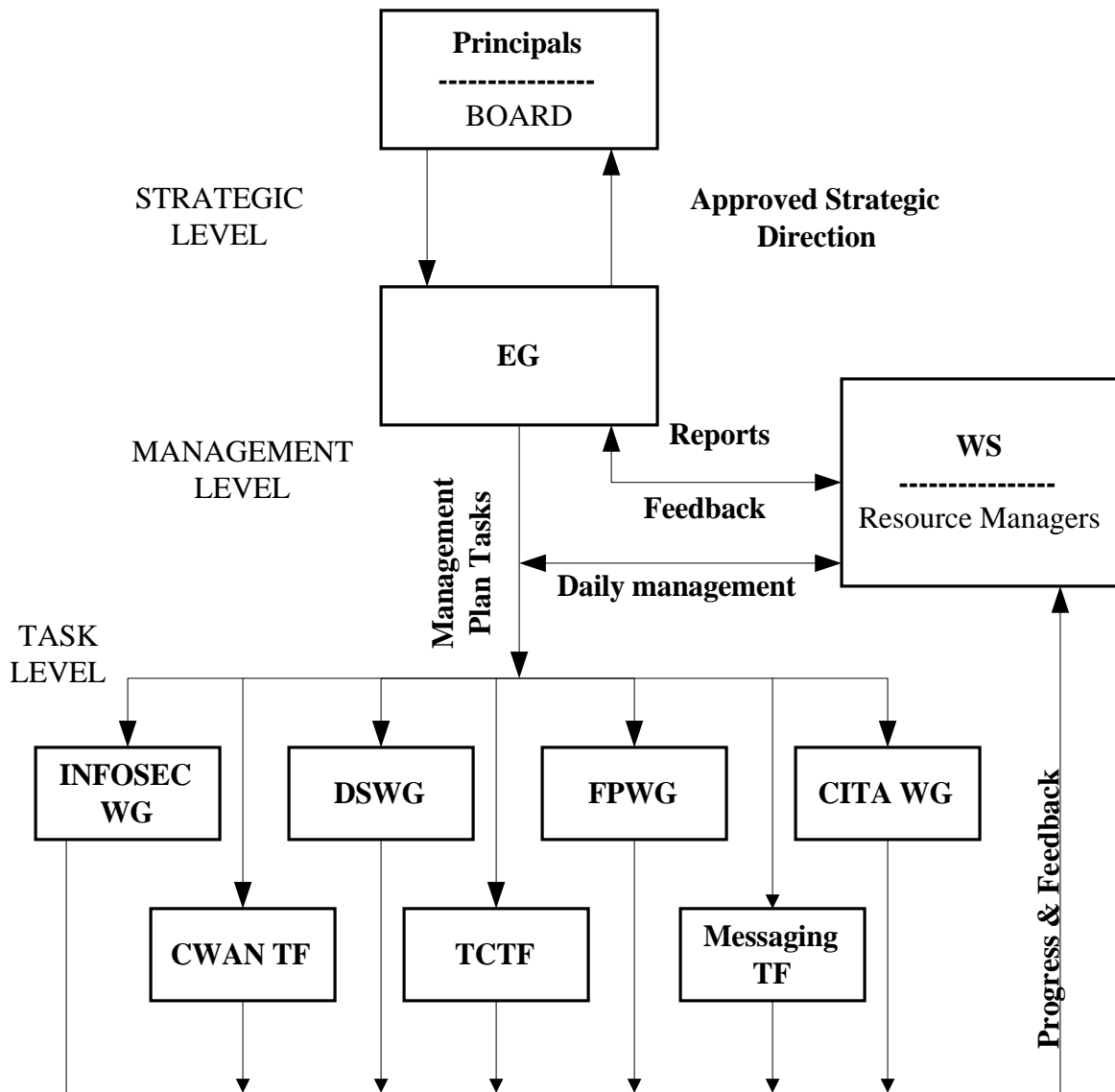


Figure 1- Roles & Responsibilities

505. The Principals review and approve the Strategic Plan annually. The EG develops and promulgates the Management Plan that identifies specific tasking for the WGs and TFs. Tasks are incorporated into the Management Plan and assigned to the WS, WGs or TFs who

integrate them into their POWs. WG and TF chairpersons should seek clarification and feedback on tasks from their national EG representative and provide input for the further development of the Plan. The WGs and TFs develop and promulgate POWs to achieve the tasking of the Management Plan. The Washington Staff (WS) monitors and coordinates the CCEB Management Plan on a day to day basis reporting progress to the CCEB. The EG evaluates progress relative to the CCEB strategic goals and can direct the reallocation or re-prioritization of effort.

506. Figure 2 depicts the management control process. Tasking inputs are received from Principals, EG, other organizations, or the WGs/TFs may generate additional tasks in the conduct of their duties. The EG reviews tasking and incorporates them into the Management Plan, assigning priority consistent with the Strategic Plan. Tasks beyond the scope of the Strategic Plan are rejected and the source of the tasking is advised. The key to success, without excessive administrative effort, is clear communication and timely resolution of questions.

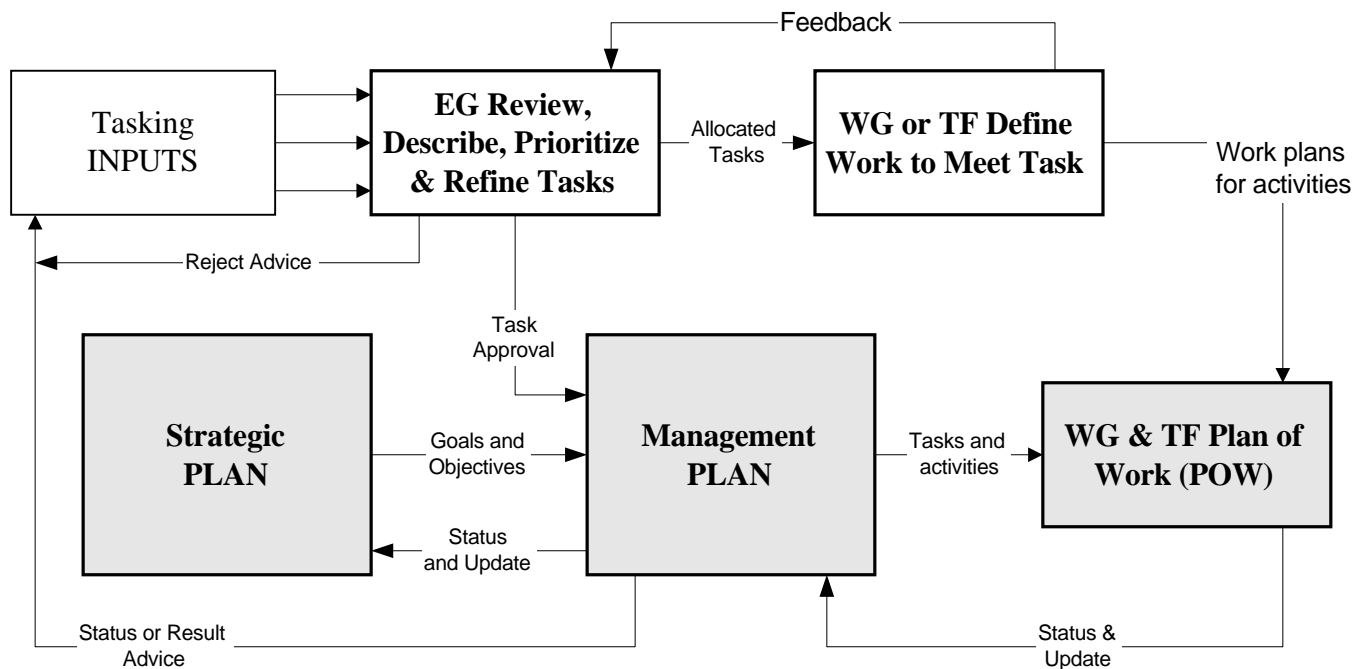


Figure 2 – Management Control Process

MANAGEMENT PLAN PRIORITIES

507. The CCEB has defined priorities for coordinated management and resource allocation for all approved management plan tasks. Additional tasks assessed as normal routine CCEB business and therefore not afforded a priority are annotated within CCEB Publications One and Two. The following table defines agreed CCEB Management Plan priorities.

CCEB POLICY PAPER: Publication 2, (**Version 3.0**) issued by the WS effective 6 Feb 2001

Priority	Definition
R	Routine. Fundamental to business and must be done (in most cases, target date for completion will normally reflect a scheduled mtg, i.e. Principals, EG or WS) (Prescribed in Pub 1 & 2) only.
1	Important. Principals priority should be completed by an established date or must have resources assigned to it within the next 12 months.
2	No resources assigned or no work being done at this time. Resources should be assigned and work to commence in the next 12-24 months.
3	Longer-term activity, no resources assigned at this time. Lowest priority.

Figure 3 - CCEB Management Plan Priority Definitions

MANAGEMENT PLAN TEMPLATE

508. The following is an example of the agreed Management Plan template.

Goal 1: Promote C4I Interoperability

INTENT: Develop and enhance combined C4I interoperability within nations, amongst allies and with other allied organizations.

Objective 1.1 Manage CCEB activities to achieve the CCEB Vision

INTENT: To utilize Resources in an efficient and effective manner to enhance Warfighter capabilities.

Ser	Pri	Task	Intent	Resp	Activity	Output/ Outcome	Notes
1.1.1	1	Review Strategic Plan	To provide guidance for CCEB activities	EG	Review strategic plan at each EG meeting	Recommended Strategic Plan	
1.1.2	1	Review CCEB Publication 1 annually	Ensure currency with Principals' intent	EG	EG manage review of Pub 1	Validated Pub 1	EG Chairman to allocate task top National Lead (assign to nation)
1.1.2	1	Review CCEB Publication 1 annually	Ensure currency with Principals' intent	Ps	Principals approve	Approved Pub 1	
1.1.3	1	Manage Programs of Work of subordinate groups	Ensure CCEB work is in accordance with Strategic and Management Plan	EG	Review the consolidated CCEB POW and determine a change management process for the Management Plan	Change management process	

Figure 4 - Management Plan Template

PROGRAM OF WORK TEMPLATE *(Example)*

128. The following is an example of the CCEB Program of Work Template.

Ser	Activity/Sub-Activity	Output/ Outcome	Effort (Days)	Activity Lead	Due Date	Start Date	Comments
1.1.2.1	Review CCEB Pub 1						This needs to be initiated at least one month prior to each EG meeting. Occurs twice a year.
1.1.2.1.1	Review Pub 1 for circulation amongst WS	Draft amended Pub 1	0.5	Chairman	Day/Mt h/Yr		
1.1.2.1.2	Initiate list of recommended changes to Pub 1	List of changes	0.1	PS	Day/Mt h/Yr		
1.1.2.1.3	Review recommended changes to Pub 1	Updated draft of Pub 1	2	WS	Day/Mt h/Yr		
1.1.3.4	Regularly review progress of CCEB work						
1.1.3.4.1	Attend INFOSEC WG Meeting	Input to meeting	5	WS US member	Day/Mt h/Yr		Twice a year
2.10.1	Harmonize National Positions on Spectrum Management Issues						
2.10.1.1	Provide Principals with CCEB coordinated views to influence voting at World Radio Conference (WRC)	Principals briefed at PXXM CCEB FPM WRC (Yr) Report to EG/Principals in final draft	25	FPM Chairman	Day/Mt h/Yr		

Figure 5 - CCEB Program of Work Template

CHAPTER 6 -TERMS OF REFERENCE

INTRODUCTION

601. The Principals and EG authorize the establishment of WGs and TFs to achieve desired outputs in support of the CCEB Strategic Plan. To enable effective and efficient employment of multinational resources, each WG or TF is to be provided with a detailed Terms Of Reference (TORs). The TORs will normally be drafted by the EG with input from key participants in the associated task. WG and TF TORs are to be ratified annually by the EG.

602. An example of the minimum requirements of a CCEB WG or TF TOR is at Annex A.

EXAMPLE TERMS OF REFERENCE

TERMS OF REFERENCE FOR [WG or TF name ie] WG/TF

References

- A. CCEB Publication 2 (Version X.X) – Coordination Practices and Administrative Procedures issued X March XXXX,
- B. CCEB Strategic Plan date DD/MMM/YYYY.

Introduction

1. In accordance with the direction of Reference A, this document defines the objective, responsibilities and Remit of the [Name] Working Group. Limitations and expected resources are included.

Background and Purpose

2. The CCEB [Working Group – Task Force] is established, vide [Principals or EG Minutes reference ie EG11, Nov 00 Para 120], to ...
3. The WG/TF will have clearly defined objectives and timelines and will be established to facilitate the implementation of an operational capability, initially at the strategic level, which provides warfighters within the CCEB nations the ability to The WG/TF will prepare broad implementation plans, identify and resolve impediments and advise on resource and scheduling implications to the CCEB Strategic and Management Plan.

Scope

4. In accordance with the EG direction, the WG/TF is to:
 - a. review national implementations and identify issues constraining interoperability;
 - b. identify compromise solutions that will achieve international interoperability, and influence national implementations to adopt these compromises;
 - c. identify opportunities for the incremental implementation of for within the CCEB;
 - d. develop, where necessary, common interoperability profiles and procedures to enable national implementations, including the provision of supporting services;
 - e. consider and provide recommendations on the underlying architecture, interoperability testing and piloting, system boundaries and operational support issues;

- f. liaise directly with other fora on all related activities and tasks, where appropriate;
- g. quantify costings (recurring and non-recurring) associated with the implementation of between nations;
- h. maintain technical control over associated supporting documentation;
- i. maintain technical control over; (ie ACP XXX and YYY)
- j. liaise with other WG/TF as necessary (ie on the maintenance of ACP XXX)
- k. report in accordance with the provisions Reference A.

Composition

5. The WG / TF will comprise suitable specialists from each of the CCEB nations and a member of the WS. In some cases the WS member may also be the national representative for their nation. Other representatives may be invited, as required, from the following:

- a. CCEB Working Groups/Task Forces,
- b. NATO Sub-Committees/Working Groups,
- c. National security experts.

Meeting Schedule and Host Responsibilities

6. The WG/TF will normally meet at least twice per year, preferably in the Feb/Mar and Sep/Oct timeframes. The first meeting in the year would normally be conducted in the nation holding the Chairpersons responsibility; the second is to occur in Washington DC at a venue identified by the host nation (eg. the Nation's Embassy) or through agreement with the US. Additional meetings, if required, must be approved by the EG.

7. The hand-over of Chairperson responsibilities will occur at the conclusion of the Sep/Oct meeting each year. The rotation of Chairperson and host responsibilities is to occur in order, AS-CA-UK-NZ-US, or as agreed by WG/TF members.

Chairperson Responsibilities

8. To ensure proper and full coordination of the activities of the WG/TF, the Chairperson's responsibilities are:

- a. Prepare and maintain an EG approved Program of Work for the activities of the WG / TF.
- b. Administer the WG / TF in accordance with Reference A Chapter 2.

National Responsibilities

9. To assist the Chairperson, the lead WG/TF delegate from each nation is to provide the Chairperson, copied to their WS member, with:

- a. the proposed agenda items eight weeks prior to a WG/TF meeting.
- b. a synopsis of national briefing paper four weeks prior to the WG/TF meeting.

Signature Block